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ABSTRACT

This collection of seven essays from the Stanford Forum for Higher Education Futures focuses on how downsizing, quality management, and reengineering have are affecting higher education. An introductory paper, "Introduction: Change in Higher Education: Its Effect on Institutional Performance," (Joel W. Meyerson and Sandra L. Johnson) notes that measuring institutional performance involves new approaches to assessment, accountability, cost-effectiveness, and institutional adaptability. "Measuring Performance in Higher Education" (Robert H. Scott), stresses the need for measurement to be an integral part of the goal-setting process of any institution. "Measuring Performance: How Colleges and Universities Can Set Meaningful Goals and Be Accountable" (William F. Massy) offers ideas for evaluating quality and analyzing quantitative benchmark data to enhance accountability. Next, "The Self-Transformation of Corporations: A Lesson from Industry?" (Francis J. Gouillart) looks at three objectives of business transformation: reframing of corporate issues, company restructuring, and organizational revitalization. The following paper "New Dangers in Old Traditions: The Reporting of Economic Performance in Colleges and Universities" (Gordon C. Winston) suggests that colleges and universities add global accounting to traditional fund accounting for increased clarity and completeness. "Benchmarking--How Good Is Good?" (Sean C. Rush) offers principles and guidelines for using benchmarking in higher education. The last paper, "New College Leaders: Strategic Shortcuts for Short-Term Success," (Nancy J. Dunn and Linda S. Wilson) describes strategic actions and short-term changes made at Radcliffe College (Massachusetts). Most essays contain references. (MDM)

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